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Analysis and evaluation of jobs – important elements in work organization

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Abstract

Human resources represent one of the most important investment of the company, and for that reason decisions in this field are some of the most difficult to make because they include individual and organizational factors with different influences by the variation of factors diversity. The arguments given to the human resources importance within company are multiple, being necessary a decisional frame in order to reflect a value system socially accepted and to realize a description and analyze of the job, to be reflected into an balanced organization through an equidistant evaluation of jobs and preparation of the pay scale properly done to fit the job complexity and the hierarchical level.

The exemplification of the job evaluation and analyze methods in our case reflects the necessity and applicability of such steps, which give a large work volume afferent to the implementation of the interview method, finished by completing a questionnaire. This method is applicable especially for the jobs that already exist and it is done by interviewing the employees of the respectively jobs, with the purpose of knowing the employee's opinions and to set exactly the requirements of every job. Once the interview is applied, it is prepared “The flow diagram observed activity” where are centralized the responsibilities and the frequency of the documents, received/sent documents and all the explanations regarding the future situations. The presentation of the points method two top management jobs reflects the importance of the criteria that delineate the difference between one job and another, criteria that refer to: trainings imposed to the employee, experience needed in order to execute specified operations required by the job, the difficulty of the operations required by the job, the responsibility involved in the job, the relations sphere (to get into connections, to respond).

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1. Introduction

Under current conditions, the variety and variability of the environment requires knowledge, skills and flexible abilities on the part of organizations in order for them to be able to invest in human capital, and to build the capacity to learn and develop explorative behavior. For this reason “flexibility also means to observe everybody’s abilities and to use them for the good of the assembly” (Abrudan, 2012:406). “The dimension and complexity of the human resources is amplified because of the decisive role that these resources, mainly represented by employees with knowledge, have in the starting of the development, use, possession, etc. of knowledge” (Nicolescu and Nicolescu, 2011:118). Thus, “managers must see the organization as a group of activities and not as a rigid structure, they need to have new motivation tools and human resources policies should focus on the things that people value: mission, control of the agenda, learning, reputation, sharing value” (Kanter, 2000:112-113). For this “the competent and professional human capital formation is found increasingly highlighted in labor productivity, not being simply a standardized resource but being easily transferred from one country to another, as in the case of knowledge and financial capital” (Gandolfi, 2006:97) and “managers should: match people to the goals, recognize the differences, use goals and ensure that they are attainable, individualize rewards and link them to performance” (Izvercianu and Radu, 2012:37). “The role and importance of the work in achieving the organization’s mission; forecasting human resource needs based on the goals on short, medium and long term of the company, the characteristics of the jobs; identification of dependency between the quality of human resources - the requirements of workstations – and the desired image of the firm” (Gavrilă, coordinator, 2004:187) – these are just some of the arguments of the study and analysis of accurate delineation of jobs. Their ranking/evaluation is performed in order to achieve an equitable distribution of work tasks, but also for the proper management of an organization to achieve a balanced and appropriate frame on the payment scale.

“There is a strong connection between the organization of the company (the structure) and work organization. The parameters of the job and the organization of work can be found through: vertical and horizontal division of labor; operation, task, activity, scale of the task; the scientific organization of labor; ergonomic approach to defining jobs and organization; the design variables that are influencing the work stations, other parameters of organization of the work posts; different potential approaches to job design and organization” (Charpentier, Deroy et al, 2000:271-272). “The study of work is an analysis system used both for the design and for the reorganization of jobs” (Vărzaru, 2000:79) - job analysis being central to the management of personnel. “Typically, until the identification of specific requirements for the holder of a work station, both in terms of tasks and required behavior, we cannot design a professional selection system, a training program and we cannot build a system of staff evaluation” (Pitariu, 2003:11).

„Job analysis is the systematic process of determining the skills, duties, and knowledge required for performing jobs in an organization. It is an essential and pervasive human resource technique. In today’s rapidly changing work environment, the need for a sound job analysis system is extremely critical” (Mondy, Noe and Premeaux, 2002:87). When conducting a job analysis, we must determine the duties, functions and responsibilities associated with the position (description of the job), and the requirements for optimal performance of the respective position (job specifications) (Pell, 2007:159). Pell also talks about job specifications’ related components, including: education, qualifications, work experience, physical strength, intelligence, communication skills, accuracy of work, stress mastery, special factors (Pell, 2007:163-164). Work analysis can have multiple goals (using as an example a transport firm), ranging from administrative control handling, to personnel, labor and equipment design, or can have other uses, such as: professional orientation and career counseling, counseling on vocational rehabilitation, systems of job classification, personnel research (Table 1).

Table 1 Uses of job analysis

Administrative control	Administration of staff	Design of work and equipment	Other uses
HR Organization	Job evaluation	Engineering design	Vocational and career guidance
Workforce planning	Recruitment of staff	Workplace design	Professional advice on recovery
Defining roles in organization	Personnel selection The distribution of staff Training of staff Professional appreciation Promotion and transfer Career development planning Labor relations	Optimization of work Work safety	Job classification systems Research on staff

Source: Information obtained from a company with a primary activity of terrestrial transport of goods (S.C. Autogyp Spedition S.R.L., Posaga, Romania)

Once the analysis of workstations is done, we have to assess them (being considered an extension of the work analysis) in order to rank the importance of each workplace in the organization and establish an appropriate salary grid based on the complexity and liability of specific work responsibilities. "The evaluation of work items leads to ordering them according to a rational and objective analysis of a number of factors selected from a representative range of posts in a particular hierarchy of positions. The purpose of job evaluation is to produce an ordering of items that can be used as a basis for a rational structure of payment. Payment can be determined according to a reasonable estimation of the contribution that each post brings to the organization in terms of skills, responsibilities, duration of training and other factors" (Cole, 1996: 359).

2. Research Methodology

The study we have conducted represents an example of the application of analysis methods and job evaluation. In order to perform the analysis of workstations we used the interview method, based on a questionnaire, which is carried out by the manager of the occupant of a certain position. After filling out the application we develop another document called "Flow chart activity observed," which delineates the main responsibilities, attributions and some explanations referring to the workstation analyzed (Appendix A).

After the completion of the jobs analysis, we conduct the job evaluation, established through a score method based on the boundary criterion, where each criterion is assigned a coefficient of importance (different for each job evaluated). The goal of this hierarchy of workstations is to achieve an ordering of positions in terms of importance and complexity, in such a way as to properly set up a scheme of the organization and to correctly frame in the hierarchy grid.

3. Sample analysis and evaluation work posts

For this particular case study, the job analysis is performed with the help of the interview method (completing a questionnaire), which subsequently leads to a narrative description of the job and its requirements applied by the superior head to the employee on that post. Thus, for example, for the position of "Financial Director," the analysis can be conducted by the human resources manager or by a direct supervisor, while the questionnaire would consist of the following questions:

1. Work station identification:

- a. Department
- b. Job title
- c. Holder of the job
- d. Function
- e. Direct superior

2. Qualities required by this position in your opinion:

- a. Required education on employment
- b. Employment experience required for this position
- c. Skills required

3. Tasks:

- a. What is the main purpose of your job?
- b. Describe the results of your work
- c. What are the main duties of your job?

Daily

Weekly

Monthly

4. Analysis of the situation:

- ✚ What are your favorite activities?
- ✚ What are the activities you dislike the most?
- ✚ What are the activities that you feel are unnecessary?
- ✚ Are there activities that are currently carried out by other people and you would prefer to do them?
- ✚ Are there other people performing the same tasks as you?
- ✚ What activities / works (not being carried out) are needed to make your work easier?

5. Physical demands:**Indicate the physical demands that you consider unpleasant in your activity and their frequency:**

Specification	Rare	Occasionally	Frequent
Transport of heavy materials			
Uncomfortable positions			
Excessive working speed			
Sensory over stimulation			
Other			

6. Mental demands:**Indicate the mental demands involved in your work and their frequency:**

Specification	Rare	Occasionally	Frequent
Contacts with customers			
Contacts with the general public			
Strict supervision			
Irregular activities			
Isolation, working alone			
Excessive travel			
Other.....			

7. Recommendations from the analysis

After this interview and questionnaire completion, a document called "observed flow chart activity" is developed. This document details references about the responsibilities/duties, the frequency of situations/documents, the documents received, the specific person/workstation that received/transmitted the document, the written document's type, and about what will happen further on/explanations (Appendix A).

We present the evaluation of the "Accountant" and "Production Manager" positions by applying the score method, which takes into consideration five criteria for determining the delimitation (Table 2 and Table 3):

- Job training imposed on the occupant of the position
- Experience required to perform specific operations
- The difficulty of the operations related to the position
- Responsibilities implied by the position
- Range of relationships (of entering into relationships, of response)

Each criterion in part has been assigned a coefficient of importance, different for each of the two workstations evaluated.

Table 2 Job evaluation of accounting specialist with higher education

Job Evaluation Criteria	Percentage (%)	Ratings (from 1 to 5)		Average resulted	
		minimum	maximal		
1	2	3	4	5 (2x3)	6 (2x4)
1. Job training imposed on the occupant of the position	15	2	3	0.30	0.45
2. Experience required to perform specific operations	25	3	4	0.75	1.00
3. The difficulty of the operations related to the position	30	4	5	1.20	1.50
4. Responsibilities implied by the position	25	4	5	1.00	1.25
5. Range of relationships (of entering into relationships, of response)	5	1	2	0.05	0.10
Total score				3.30	4.30
Average					3.80

$$P_{pm} = (2 \times 15\%) + (3 \times 25\%) + (4 \times 30\%) + (4 \times 25\%) + (1 \times 5\%) = 0.30 + 0.75 + 1.20 + 1.00 + 0.05 = 3.30 \text{ (minimum total score)}$$

$$P_{pM} = (3 \times 15\%) + (4 \times 25\%) + (5 \times 30\%) + (5 \times 25\%) + (2 \times 5\%) = 0.45 + 1.00 + 1.50 + 1.25 + 0.10 = 4.30 \text{ (maximum total score)}$$

$$P_{average} = (3.30 + 4.30)/2 = 3.80$$

By evaluating of the position of accountant with highly specialized training, using the five evaluation criteria, we achieved a score of 3.80.

Table 3 Evaluation of the position of Production Manager

Job Evaluation Criteria	Percentage (%)	Ratings (from 1 to 5)		Average resulted	
		minimum	maximal		
1	2	3	4	5 (2x3)	6 (2x4)
1. Job training imposed on the occupant of the position	10	2	3	0.20	0.30
2. Experience required to perform of specific operations	25	4	5	1.00	1.25
3. The difficulty of the operations related to the position	20	3	4	0.60	0.80
4. Responsibilities implied by the position	20	3	4	0.60	0.80
5. Range of relationships (of entering into relationships, of response)	25	4	5	1.00	1.25
Total score				3.40	4.40
Average					3.90

$$P_{pm} = (2 \times 10\%) + (4 \times 25\%) + (3 \times 20\%) + (3 \times 20\%) + (4 \times 25\%) = 0.20 + 1.00 + 0.60 + 0.60 + 1.00 = 3.40 \text{ (minimum total score)}$$

$$P_{pM} = (3 \times 10\%) + (5 \times 25\%) + (4 \times 20\%) + (4 \times 20\%) + (5 \times 25\%) = 0.30 + 1.25 + 0.80 + 0.80 + 1.25 = 4.40 \text{ (maximum total score)}$$

$$P_{average} = (3.40 + 4.40)/2 = 3.90$$

The score for the position of "Production Manager" using the five evaluation criteria was 3.90.

After evaluating the two workstations, we achieved a higher score for the position of "Production Manager," with a difference greater than 0.1. Because these examples come from a production company, it is understandable that the position of "Production Manager" will be considered superior on the organizational hierarchy. Also, there are a number of skills to be attained by the occupants of the above positions, including: personal characteristics (behavior, personality), competence, professional features (vigilance, availability, self control) interest allocated for the resources of the job, orientation towards excellence, concern for the general interest of the company, adaptability to the position, decision making capacity, capacity for innovation, team spirit, etc.

Conclusions

Work analysis is the basis of all decisions with organizational character, and aims to describe the important aspects of an organization's work. The analysis is conducted through an in-depth study of a work position, both in terms of tasks or professional requirements, and in terms of behavioral requirements. Once the analysis is the, the job descriptions are completed and each position holder will work better, knowing his/her duties and the behavior that the company expects from him/her. Furthermore, the human resources department might take advantage of this analysis in order to identify competencies for each job, and to develop an optimized policy of recruitment.

It is important to reconcile the characteristics of people with the characteristics of the position. For this reason, improving employment and an accurate job description for each position is developed by using different methods of analysis. One of the methods that can be applied is the interview, where the employee responds to a series of research questions with the purpose of better understanding and perceiving the work complexity of the job. Thus, by applying the interview method we take into account the opinions of each employee and of the chief supervisor or manager. In order to work informed, each employee must know and understand how to perform the work, and must also know that any action is a personal choice, requiring a moral and a financial reward - and for this it is necessary to know the utility of their own work.

Examples of the application of analytical methods and the assessment of the jobs cited in the present study show that the workstation is not only an organizational subdivision, but is part of the professional development of each employee. The activities of analysis, design and evaluation of jobs must be done with great care and professionalism, since they require significant time and effort. This is important because the results depend, primarily, on the proper assessment of organizational performance (in general), and on individual assessment as well (especially).

Sometimes employees may be reluctant to provide a description/improvement and after a reassessment of the jobs, considering that this could limit the initiative, creativity and flexibility that they had until that time, that they will could be controlled more easily and will be charged with wrongs or that they do not get the desired performance. Such attitudes can exit as: "as long as one does not know exactly what I'm going to do, I'm safe," which generates attempts of concealing the reality. Thus, some employees, in order to keep their job, surround their work in mystery and provide very little information about what they do, suggesting that the work is very important, inventing new terms, using abbreviations, codes, using techniques of calculation. Here it is necessary for the manager to explain the role of analysis to the employees, and describe its implication on their work.

In the work of analysis and evaluation of a job, the human element and the time factor are very important, subsequently being created or improved posts that contain tasks with some diversity, with complementary or convergent character, conducive to meeting a high level of individual and organizational objectives. It is also necessary to define positions in relation to staff features or peculiarities, continuously aiming to achieve, in terms of increased effectiveness and efficiency, the company's objectives. Without an accurate knowledge of the requirements of each position, we cannot develop efficiently any other activities in the field of human resources management.

FLOW DIAGRAM OBSERVED ACTIVITY						
Appendix A						
Responsibilities	Frequency	Received document	From	Typed document	Heading to	What happens next/Explanations
Target List for Financial department and Office	Annually	Target List	General Manager	Specific targets for the Financial Department and Office for the current year	Assistant Manager	The assistant manager deliveries one copy to all the employees from the Financial Department and Office
Setting the expenditures for the Financial Department and Office	Monthly	Investments plan and budget for every department Supplies necessary, Service provision necessary, Protocol necessary, Fuel necessary	General Manager and Assistant Manager	Acquisitions list and monthly budget	Assistant Manager	The Assistant Manager is taking care of purchasing the goods and services due to the acquisitions list and the funds distribution due to the budget
The expenditures for every Office cost center	Monthly	Expenditure summary	Assistant Manager	Office expenditure report		It is monthly incorporated in the Financial Report for every cost center and it will be presented to the General Manager every month for the previous month
Setting the expenditures for the Production Department	Monthly	Investments plan, Budgets for every department, Equipments necessary, Fuel necessary, Materials necessary, Service provision necessary	General Manager, Acquisitions Manager	Acquisitions list and monthly budget	Assistant Manager	It is taking care of the load statement for the Acquisitions Manager and the chief motorcade in the electronic file due to the Acquisitions list and monthly budget
The expenditures for every construction work	Monthly	Expenditure summary	Acquisitions Manager	Production expenditure report		It is monthly incorporated in the Financial Report for every cost center and it will be presented to the General Manager every month for the previous month
Monthly Financial Report	Monthly			Monthly Financial Report	General Manager	It is checking the differences between the real realized expenditures and the ones established in the monthly budget. It is making simulations of payable VAT and the taxes, informs the General Manager about every deviation from the normal conditions.

Checking invoices for/from Subcontractors/Suppliers	Bi- Monthly	Work estimates Subcontractors/Suppliers	Assistant Manager	Renting tools register, Material Inputs Vs Consumed, Subcontractors register		It verifies if the data in the invoices is the same with the approved one, verifies work estimates and road sheets (equipments, trucks, etc) and also verifies if the data matches existing data in the work estimates filled out by the chiefs motorcade
Checking Invoices	Monthly	Work estimates and invoices	Transport coordinator and invoices	Issued invoices	Accountant	A copy goes to the Accounting Department, one will be sent by the Assistant Manager to the client, and one will be filed in the spine file
Financial Statements for every supplier	Permanent	Invoices, Vouchers, receipts, Payment Order, Bank statement	Accountant Acquisitions Manager	Financial Statements for every supplier part of the debts versus incomings electronic file	Anyone willing	It is permanently verified in order to have an evidence of the balances, keeping in mind the pay days (there are penalties if it is the case, due to the contract)
Financial Statements for every client	Permanent	Issued invoices, Payments, Balances		Financial Statements for every client part of the debts versus incomings electronic file	Anyone willing	It is permanently verified in order to have an evidence of the balances, keeping in mind the pay days (there are penalties if it is the case, due to the contract)
Communication Suppliers/Clients	Permanent	Debts Vs incomings, Addresses, Production Department notifications		Written correspondence, electronic or telephone correspondence	Clients/Suppliers	Stays in touch with the existing clients and suppliers regarding any financial problem
It makes payments	Permanent	Debts Vs incomings, Invoices	Electronic	Payment orders, Payment provisions	Suppliers	It will be put down in the Debts Vs Incomings File
Payment rejections	Casual	Complaints	Quality responsible	Nonconformity report for complaints	Suppliers	It rejects the payment for products/services and works found not to conform after inspections, checking, attempts and reception they underwent
Cooperation with and information of the Accounting department	Permanent	Invoices, Payment orders, Payments, Bank statements, Timesheets, etc		Electronic statements		After they were electronically centralized, all the documents must get to the accountant. The accounting statements are completed monthly, as opposed to the ones kept by the economic manager
Prevent Action report	Occasionally	Own analyses, Complaints from the ones in charge of quality, Construction Work etc.		Prevent Action report	Concerned Department	When the possibility of a problem exists, due to an identified cause, it proceeds to its annihilation
Unconformities report for complaints	Occasionally	Various complaints	Quality Manager Responsible	Nonconformities report for complaints	Concerned supplier	If problems of the same nature from one supplier reoccur, a complaint form will be filled out
Corrective Action report	Occasionally	Various complaints	Client	Corrective Action report	Quality Manager Responsible	Due to the complaints received from the clients there are taking corrective actions established in the Corrective Action report

Summary reports	Occasionally	Prevent Action report, Unconformities report for complaints, Corrective Action reports		Summary reports		All the problems are electronically centralized, and the chronologic evolution of the problems is evaluated. All the complaints received from clients are filed, one copy being filed in the work statement file
Oversees the payment statements preparation	Monthly	Payroll	Accountant	Salaries payment	Employees	They ensure the preparation of the payment statements, stimulations, and money bonuses and also the safety of their preparation
Oversees the Accounting Department	Monthly	Statements, Payrolls, Balances, Balance sheets etc	Accountant			It is responsible for the submission of the complaints, the organization of the fixed assessment and the inventory of the company patrimony, and follows the achievement of the fixed assets amortization
Making recommendations	Occasionally	Evaluation questionnaires filled by employees, proper own analyses together with the Human Resources Responsible	Assistant Manager	Recommendations	General manager	General Manager is analyzing them
SWOT	Annually	Own Analyses		SWOT	General Manager	Towards analysing
Sending clients satisfaction questionnaires	Occasionally	Clients satisfaction questionnaires	Responsible for quality	Satisfaction questionnaires signed and approved, to be sent to the clients	Assistant Manager	The assistant manager has to take care of sending them and collecting the completed questionnaires from the clients. Then he sends them back to the economic Manager to be analyzed.
Summary of clients satisfaction questionnaires	Occasionally	Clients satisfaction questionnaires	Assistant Manager	Summary of clients satisfaction questionnaires	Quality responsible	The Quality Manager analyzes the client satisfaction and sends back to the Economic Manager the findings and proposal report
Informing the General Manager	Permanent	Various Problems		Information	General manager	The economic Manager writes down notes about any problem of major interest to the company, and sends them to the general manager
Keep in touch with clients and suppliers	Permanent	Various Problems				
It ensures the solving of all the financial accounting litigations	Occasionally	Contracts	Lawyer	Solutions		
Statistics, Predictions, Taxes simulations	Monthly	Own Analyses		Monthly Financial Report	General Manager	Recommendations if necessary

Source: Information obtained from a company with a primary activity of terrestrial transport of goods (S.C. AUTOGYSP SPEDITION S.R.L., Posaga, Romania)

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